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November-December 1957

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SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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PURPOSE

The Support Bulletin, to be published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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NEW HEADQUARTERS BUILDING

Plans for the new building continue to move along at a rapid rate. The Tentative Drawings, showing many details as to space location, elevators, stairways, and utilities were received in early August. After a thorough review, certain changes were proposed and the architect is now going ahead with the preparation of the Construction Drawings. These Construction Drawings, from which the building will be built, are scheduled for completion about mid-April of 1958. Allowing time for review, approval, advertising for bids, and evaluation of bids, we expect that construction will be under way about July or August. It is estimated that from two to two and one-half years will be required for completion and occupancy.

Activity is not confined to the preparation of the Construction Drawings alone but much is taking place on the site itself. A contract has been awarded for the clearing of the site. The only trees being removed are those located in the areas to be occupied by the building structure, roads, and parking lots. All the trees on the remainder of the site will be preserved. It is estimated that this work will be completed in less than 90 days.

Preliminary plans and specifications for the rough grading and installation of the large storm drains have been reviewed and invitations to bidders will soon be issued. This second phase of the work will be under contract during December 1957, in order that the grading can be completed before the award of the actual building construction contract, during the summer of 1958.

The construction and planning of the principal access highways are also progressing rapidly. Clearing and grading work is well along on the highway being constructed by our Government, with activity going on all the way from its present terminus to the building site entrance on the river side. This is to be a double drive with provisions made for expansion to three lanes in either direction, although only two lanes in each direction will be paved at the present time.

Plans have also been developed by the local government for the rehabilitation of a portion of the road which will serve the southern entrance to the new building site. As soon as the acquisition of rights-of-way has been concluded, the work can be placed under contract for construction of a four-lane road, which is scheduled for completion well in advance of our building.

ORGANIZATION EXHIBITS OPEN TO EMPLOYEES

Everyone who has had the four-week Orientation course is familiar with the Products Exhibit which has been, for several years, an integral and interesting part of the course. This exhibit has grown from a few modest display panels and samples of work to a full-blown exhibit in which are shown many facets of collection, production, and dissemination.

The singular success of the Products Exhibit has led to the development of a similar exhibit depicting the functions and support facilities of the various Organization support elements. The Support Exhibit shows graphically what the various support elements have done and do for the support of the rest of the Organization, and what they can do if called upon for special assistance.

While both the Products Exhibit and the Support Exhibit are designed as a supplement to the Orientation course and are an invaluable means of indoctrinating new employees, they can be of great value to other Organization personnel as well. Every effort is made to keep the exhibits up to date and each exhibit is staffed with people who can answer your questions. Regardless of your status, a visit to the Products Exhibit and to the Support Exhibit is worth your while. The two exhibits are shown on successive days each month and the exact days and hours are publicized beforehand in the Office of Training Bulletin. Ask your Training Officer. Employees returning from the field are urged to make it a point to visit these exhibits.

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OUR SUGGESTION AWARDS PROGRAM

The last issue of the Support Bulletin described the largest award made through the Suggestion Awards Program in this Organization. There were other awards made during the month of October, which, though not as sensational, serve to demonstrate the effectiveness of the Program.

The second largest award of the month was five hundred and twenty-five dollars. An employee devised a visual method of controlling voluminous reports. She modified and improved some forms and equipment which she used, and asked her office to test her method. Success was immediate. Several Federal agencies which are customers of this service hastened to commend the improved product. All found it particularly useful in controlling complicated surveys. Her supervisor submitted her idea to the Suggestion Awards Committee without her knowledge. This suggestion netted tangible savings of over two thousand dollars plus estimated high intangible benefits. We cannot calculate the benefits derived from the favorable climate fostered by this lady's supervisor.

The Suggestion Awards Committee voted eight other awards during this past month. These awards totaled five hundred and sixty-five dollars, in increments of from ten to two hundred dollars. These awards recognized ideas for inconspicuous improvements. On the average, the Committee adopts one out of every ten suggestions submitted. This is considered a satisfactory percentage, but it is hoped that with more and better suggestions an even higher rate of adoption will be achieved.

Suggestions pay their way. These eight winners saved the Organization over fifteen thousand four hundred dollars in the first year of adoption, plus many intangible benefits. Safety improvements, revisions of forms, and changes in reports procedures were dealt with. These modest beginnings provide a broad base of steady progress from which outstanding achievements develop. They bene-

fit the Organization, the Component, the Supervisor and the Suggester.

An award of one hundred and fifty dollars was paid for a suggestion that a standard typewriter symbol (* or #) be used by originators of dispatches and documents to indicate selective indexing needed for any given name.

A letter of appreciation was voted for a Reference Librarian who suggested that all offices forward copies of "internally produced and used" guides, handbooks, manuals, etc. to the Organization's Central Library to serve as an added source of ideas and information.

A letter of appreciation was voted for an individual who tackled a problem which was causing needless confusion. He simplified the identification of wings, rooms, and areas in certain buildings.

A two-hundred-dollar award was approved for a suggestion to modify available equipment in order to apply serial numbers on documents used for certain purposes. This suggester solved a vexing problem of controlling inking, impression pressure and accurate positioning. The value of savings occasioned by the elimination of spoilage of document blanks and reproductions was substantial.

One suggester was awarded fifty dollars for proposing that the racks available from the old IBM 082 sorters be converted and used with the new style IBM 083 sorters.

Another suggester was awarded ten dollars for proposing that an additional copy of the personnel action covering maternity leave be prepared for the Medical Staff to preclude follow-ups by that office in connection with the use of sick leave in such cases.

Fifteen dollars was awarded to one suggester for his idea to have "Part Numbers" typed at the top of each page of a recurring Organization report, thus facilitating ready reference by the reader.

One laborer suggested a way to protect the passengers in a certain type of truck, in the event of sudden stops. This suggestion has been referred to other agencies with the hope that additional awards will be forthcoming.

A suggestion was made to revise a form used in one of the large registries. The idea

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was adopted without the necessity of changing the form. The advantage was gained for the entire area, and an award of ten dollars was voted for this imaginative GS-4 clerk.

SUPERVISION AND MANAGEMENT TRAINING

Throughout the Organization there is a continuing interest in increasing managerial proficiency at all levels. This interest is manifested in a number of ways, including development by the Office of Training of programs of instruction for those who have the responsibilities of supervision and management. Fundamental concepts of good supervision and sound management are presented and analyzed in a number of courses.

Basic Supervision is one of these courses. Its objectives are directed to the requirements of first-line supervisors. Emphasis is placed on human relations in a supervisor's responsibility for getting work done.

As a rule, each class consists of supervisors who are at the same general level of responsibility. The course content varies with the nature of the group and is fitted to the needs of participants who may be GS-5 through GS-7 in one presentation or GS-9 through GS-11 in another. An integral part of *Basic Supervision* is a "follow-up plan" which consists of two meetings, one from four to six months after the course has been completed and a second within the following year. This second meeting is attended by the combined membership of several courses, and representatives of the Organization's top management are invited to address the group.

Supervision for Intelligence Officers is designed for officers in grades GS-12 through GS-14 whose principal responsibility is substantive research or technical support but who also have management responsibility as project leaders or as supervisors of other analysts and technicians.

Tailored adaptations of these courses can be prepared to meet unusual needs and time

limitations of supervisors in specialized activities.

Basic Management serves the needs of our "middle managers" — those who have at least one echelon of supervisors under their direction. It is presumed that the job requirements of the students in this course include substantial responsibility for the managerial functions of planning, directing, coordinating, and controlling as well as for substantive work. In addition to treatment of these activities, the course includes discussion of current management doctrine, case histories, and specific management problems and techniques encountered in the Organization.

A *Management (Special)* course is an adaptation of *Basic Management* and is presented upon request either at headquarters or at another acceptable place.

Some of the management courses that are given by universities and other organizations have proved to be effective in preparing our employees for advancement. An individual is usually expected to complete appropriate internal training before applying for external training in this field. External training ordinarily extends from four to twelve weeks and the presentations vary from one to four times a year. Information on this phase of the training program is available in OTR's Catalog of Courses or may be obtained through the Registrar of the Office of Training.

All internal Supervision and Management courses are conducted in four-hour sessions, mornings only, for periods of two to three weeks. A new course, *Introduction to Supervision*, has been designed for persons for whom some supervisory assignment is anticipated. Two new types of presentations are under consideration: *Management Seminars* and a series of *Management Workshops* in which current problems of the Organization and the application of management principles and techniques would be discussed.

The program has met with gratifying success and further information will be published from time to time as new courses or other developments occur.

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MANAGEMENT TOOLS

SHELF FILING

The chief of a large files installation of this Organization was faced with a problem common today in many of our offices: crowded working conditions and no room for expansion. In addition, his files were divided between two rooms on two separate floors. Fortunately, there was an answer: open-shelf files similar to those shown below.



The results were astonishing. Enough space was gained to bring the two file units together within one room and to provide for two years' expansion.

This is a single instance of a quiet revolution taking place in the field of filing. The postwar growth of records, increased curbs on space, and demands for greater efficiency have brought forth many improvements in filing systems and equipment. Open-shelf filing is one of these.

What is open-shelf filing? It is a method by which records, in file folders, are stored on tiers of open shelves. For years insurance companies in particular have used variations

of this method. But only recently have equipment manufacturers marketed appropriate shelving and accompanying supplies.

Shelf-filing equipment can save up to fifty percent of floor area because its upper shelves fully utilize space which would be left vacant if file cabinets were used. Additional savings result from the smaller amount of aisle space needed. Cabinet filing calls for aisle widths of 3 to 5 feet, while 2½-foot aisles are ideal for shelf filing.

The original cost of shelf files is about one-half that of five-drawer cabinets and one-twentieth that of safe cabinets now costing more than 400 dollars. Considerable savings are possible even after deducting costs for the construction of a vault area which would be necessary to house shelf files for material formerly kept in safe-type equipment.

File clerks who have worked with open-shelf filing are enthusiastic about its advantages. There is less area to cover, and, of course, no file drawers to open or close, all adding up to less fatigue and faster service. Time required for files operations can be reduced 25 to 35 percent.

To convert or not to convert? Your decision will depend on answers to these questions:

Do you need more space?

Have you a sufficient volume of files to justify conversion?

A volume that requires 16 or more cabinets of material susceptible to centralization is considered enough.

Are your files arranged numerically? Alphabetic filing on open shelves generally is not as satisfactory as numerical filing because few records clerks can adjust to reading words written vertically; i. e., one letter below another on the folder tabs.

Are your present files in a vault area? If not, would it be practical to build a vault area to provide for open-shelf filing?

Will the floor loading capacity of your files area support shelf filing? If safe cabinets are presently being used, the answer is yes.

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However, if other than safe cabinets are being used, shelf filing may exceed the weight limitation since it may require an additional 10 to 30 pounds per square foot.

Any Organization component which maintains a large accumulation of active files, or which has files that are rapidly expanding, would do well to consider these questions and, if appropriate, investigate shelf filing.

ASSIGNMENT OF MILITARY PERSONNEL

Representatives of the Organization and the Department of Defense have recently reviewed the policies regarding assignment of military officers to the Organization in peace time. Agreements were reached on various points which will clarify questions arising in regard to the assignment of military personnel to the Organization.

1. Military personnel should be assigned to the Organization in order to provide adequate military participation and support at appropriate levels. Personnel selected for these assignments should be the best qualified and most experienced available and possess a well-founded understanding of their own services' policies, programs, and requirements.

2. Military personnel should be assigned to the Organization to fill billets requiring persons with technical skills and experience peculiar to the military service.

3. The services will not furnish military personnel to the Organization to fill billets requiring language, area knowledge, or other skills and experience which are not intrinsic in military personnel if such qualification is the primary basis for the request. However, if for instance an interpreter needs military status in the performance of his duties or if he requires other skills or experience which are primarily military rather than civilian qualifications, then military personnel would be furnished and this restriction would not apply.

4. In general, the military services should not be requested to assign personnel to the Organization to perform housekeeping functions or communications or clerical duties, to render medical support, or to be a source of labor and miscellaneous services if qualification for such services is the primary basis for the request. Under this provision, if a mimeograph operator or motor mechanic requires military status or other military qualifications in the performance of his duties he could be supplied by the services; otherwise the Organization will be expected to fill such positions with civilians.

Exceptions to any of the policies outlined above may be negotiated on a unique and emergency basis through the Department of Defense.

TAX REMINDER

The approaching end of the calendar year reminds us that we will soon be faced with income-tax responsibilities. For most staff employees, Federal and state income taxes are matters of personal responsibility. They should prepare and file their returns and pay their taxes on time. Persons who are to file their returns via the [REDACTED] are also personally responsible for meeting their tax obligations and should avoid late filing. The stations and bases will furnish these persons such assistance as they may need. Finance and administrative personnel located at overseas stations and bases are available for this purpose, as are the legal representatives stationed at certain posts. 25X1A

Copies of tax returns (1040's) will be forwarded as soon as they are available from Internal Revenue Service, early in 1958. The W-2's and [REDACTED] also will be made available early in 1958. 25X1A

It is suggested that all personnel promptly assemble their records and information concerning outside income so as to be in a position to prepare and file their returns immediately upon receipt of the 1040's and the statements of income and tax withholdings.

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GEHA CHANGE

The Government Employees Health Association Booklet, "Your Health and Life Insurance Program," dated 1 October 1956 was supplemented by Amendment No. 3, 1 October 1957.

The information contained in Amendment No. 3 has been recently modified so that the "New Special Thirty-Day Income Replacement Plan (Preferred Risk)" is now currently available. The requirement to get 100 new applications for this policy to be effective has been eliminated.

As previously stated, no new applications for the old ninety-day plan will be accepted and participants in this old plan are privileged to change over at the next anniversary date of their contract. However, those desiring to continue the old plan may do so. The premium rates for the new plan are shown in Amendment No. 3, mentioned above.

MICROFILM READER-PRINTER

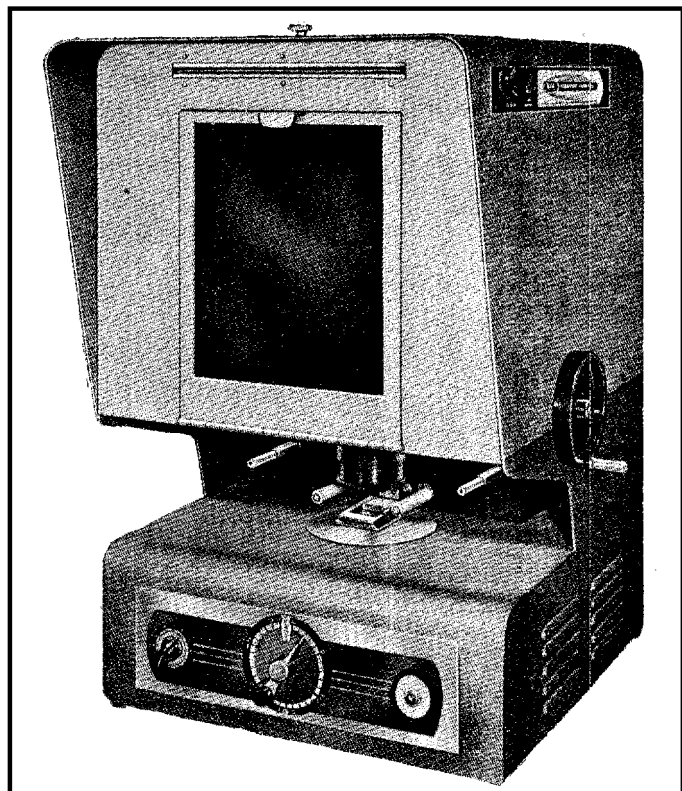
For a number of years the Organization has had a program of microfilming vital documents and other records. The areas in which microfilming of records would be profitable have, in the past, been limited to inactive records and vital documents duplication for future emergency use, because such problems as practical accessibility and the high cost of reproduction had not been solved. At the same time, research has been going forward to solve the practical problems which prevented economical use of microfilming for current records.

There is now on the market a microfilm reader which not only permits easy reading of microfilmed records, but which permits reproduction of any selected microfilm frame in less than 10 seconds. Prototype models of the machine which was developed commercially have been tested by actually using them in this Organization for one year.

This development of the Microfilm Reader-Printer is the single most important recent development in the microfilm field because it permits microfilming techniques to be applied to certain kinds of current records with no loss in efficiency of operations and with substantial reductions in file space requirements.

The machine itself is small enough to be placed on a desk and is simple to operate and maintain.

CPYRGHT



Microfilm Reader-Printer

This machine will handle both 16 mm. and 35 mm. microfilm in the form of reels of film or groups of aperture cards. Aperture cards fall into two categories. The first is a machine-type card with cutout apertures into which as many as eight microfilm frames (1 frame for each page) may be mounted. The second is a transparent holder into which individual microfilm frames or strips of microfilm may be inserted. The transparent holders may be obtained in a variety of sizes holding,

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generally, as many microfilm frames or strips of microfilm as desired (e. g., some hold up to 20; some up to 50; and some even more). This provides a means of accumulating a number of microfilm images on any one subject in one transparent film holder and in many cases one holder can take the place of an entire file jacket.

The Microfilm Reader-Printer is already in use in some components of the Organization and it is believed that there are a number of other places where it could be used to advantage. However, in each case a study of the intended use of the Microfilm Reader-Printer must be made in order to determine its potential effectiveness and to assure its proper use.

UNITED GIVERS FUND CAMPAIGN

Headquarters has concluded its 1957 United Givers Fund Campaign. The Special Merit Plaque was awarded to us as one of the few organizations to exceed its goal by an appreciable amount.

Our employees' contributions and pledges totaled about ninety-seven thousand five hundred dollars, representing about 115 percent of our goal of eighty-five thousand dollars. This represents an increase of almost 27 percent over our contributions in the 1956 campaign.

We may be justly proud of the part we have played in fulfilling the needs of the many health and welfare agencies participating in the UGF Campaign.

SUPPORT BULLETIN COMPLETES FIRST YEAR

This issue of the Support Bulletin marks the end of its first year of publication. Those responsible for getting out the Bulletin are very grateful to the many individuals who have contributed their time and effort in furnish-

ing material and also to the Printing Services Division people for their technical assistance and promptness in meeting publication deadlines. We hope the Support Bulletin has been of interest and would appreciate receiving your comments or suggestions on how to make it a better publication.

VOLUNTARY LANGUAGE TRAINING

Considerable interest has been shown in the Office of Training's program for off-hours study of foreign languages. Courses in Chinese, Finnish, French, German, Italian, Japanese, Persian, Polish, Portuguese, Russian, and Spanish have attracted two hundred and thirty-eight employees, who attend classes either before or after the day's work.

The present semester will continue until the end of December and the next, also a sixteen-week semester, will begin on the sixth of January.

Meanwhile, the need continues for competent linguists to instruct in this program. Those who return to headquarters are invited to become instructors. Their instruction will be compensated in accordance with the Government's scale for overtime work.

LEGISLATION

There are firm indications that the subject of a pay raise for civilian employees will again be considered by Congress when it reconvenes early in January. Before the Congress adjourned on August 30th, a bill was introduced calling for a six percent salary increase. This bill was referred to the House Committee on Post Office and Civil Service and could be acted upon as soon as Congress reconvenes. It is quite possible that the pay question will be brought before the Congress in some other bill, but it seems clear that there is strong semiofficial support for both a civilian and a military pay raise.

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THE SUPERVISOR

THE KEY TO BETTER EMPLOYEE
SUGGESTIONS

During the last five fiscal years, 343 employee suggestions were approved and adopted in this Organization. Cash awards totaling sixteen thousand fifty-five dollars were paid to the suggesters. Approximately three hundred and twenty-five thousand dollars in tangible savings were realized in the first year these suggestions were adopted.

Just last month, four employees were awarded eight thousand five hundred dollars for a combined suggestion which resolved one major problem. A saving of one hundred and fifty thousand dollars was immediate and estimates of additional savings were calculated to be substantially in excess of this. Here in one combined suggestion we have the most significant contribution of the last five years.

How, then, can the Organization get more employee suggestions that are of major benefit and importance to the Organization? What is the key to better employee suggestions?

Recent studies made by the Government indicate that in both Government and industry the supervisor is the key to a better suggestion program. Only with the active support, encouragement, and participation of these key men and women can the Organization hope for outstanding accomplishments.

The supervisor's broader knowledge can give an employee's suggestion on a local problem a wider and more all-embracing coverage. The supervisor is the logical catalyst for stimulating the initial spark and maintaining the chain reaction that broadens a simple local suggestion into a major Organization-wide proposal. Also, such encouragement and co-operation are vital for better employee relations.

It is natural that the supervisors, harrassed by work loads and priorities, tend to put aside this "extra burden" that has no priority tag. The complexity of the Organization's work demands a constant search for ways of conducting its business with increased efficiency. Wide participation by more employees is es-

sential if we are to derive full benefit from the ingenuity and inventiveness of all our personnel.

The President recently said: "This participation can be obtained only if all levels of management and supervision understand its importance, encourage it, and insure that it is promptly and properly recognized."

NEW CLASSIFICATION OF JOBS
PROPOSED

CPYRGHT

According to a recent newspaper article a streamlined job classification system to fix the grades and salaries of the Government's classified employees is before the President's Cabinet sub-committee on salaries and benefits.

Heads of Federal agencies would be given broader authority to give in-grade promotions to deserving employees under another major proposal.

These far-reaching plans, proposed by a steering committee, will be used by the President as a basis for recommending legislation in the Federal employee field to Congress in January.

This committee has proposed replacement of the present detailed system of job classification with a "bench-mark" or "key" position system similar to that installed two years ago in the postal service to determine the grades, salaries, and responsibilities of its jobs.

Briefly, it would have the Civil Service Commission write detailed job descriptions and assign grades and salaries to about 600 "bench-mark" jobs which are in common use throughout the Federal service. Some of them obviously would be typist, stenographer, clerk, machine operator, personnel director, attorney, and the like.

Then the agencies themselves would classify an estimated 2000 "key" positions which are peculiar to their operations. In such a group would be revenue agents, foreign-affairs experts, business specialists, and contract renegotiators among many others.

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The grades and salaries of the remaining jobs would be placed in slots that have a direct relationship to the "bench-mark" and "key" jobs.

Eventually, all classified employees would have to write new descriptions of their jobs which would have to be checked by their agencies. The descriptions would be used by their agencies to assign them proper grades and salaries. The employees would have the right to appeal their classifications to CSC. Also, the CSC, through its inspection service, would check the grades and salaries of jobs to make certain they were properly allocated.

The Classification Act was enacted into law in 1923 on the principle of equal pay for equal work. It has been revised since that time.

The 1923 act wrote into law many detailed job descriptions and grades that haven't been changed although they are clearly out of date. For example, Federal agencies have been trying for years to start college graduates in the professions at Grade 7 which has a starting salary of four thousand five hundred and twenty-five dollars. But the law says the young professionals must begin in Grade 5 which has a starting salary of three thousand six hundred and seventy dollars. In contrast, the average garbage collector in a large city is paid about one thousand dollars more a year.

Under the plan advanced by the steering committee, Congress would assign specific grades to the 600 "bench-mark" jobs which would be classified by CSC.

CSC now has the responsibility of classifying all of the million classified jobs, although it has been getting more and more help from the agencies in recent years. Much of the detailed work would be taken over by the agencies under the committee recommendation. CSC would classify the "bench-mark" jobs, issue policies to guide agencies in classifying their jobs, and check on them to see that the law and its policies were carried out.

Presumably the 18-grade classification system wouldn't be compressed into a smaller number of grades as proposed by previous groups. One official even suggested that it

be lengthened to 20 grades to get it closer in line with the postal classification system.

The committee also called for an end to certain restrictions on grade and in-grade promotions. The present restrictions, officials say, penalize the outstanding employees who should be given faster promotions to provide them with financial incentives to make careers in the Government. The committee wants agency heads given broader powers over all forms of promotions.

This committee also has recommended an immediate pay raise for classified and postal employees to help them offset higher living costs, and a longer-range plan to set up a salary board to fix most of their salaries within minimum and maximum rates for each grade to be fixed by Congress.

It is also working on proposals, along with the Budget Bureau, to raise the pay of military personnel. In fact, the entire question of pay, both military and civilian, is being handled as a single problem. The President recently came out for an increase in the salaries of military personnel who he said were "underpaid."

While the Organization is exempt from the Classification Act, we generally follow the provisions of the act in administering our job classification program.

UNIVERSITY CONSULTANTS ATTEND PERSONNEL CONFERENCE

The Office of Personnel was host to 19 University Consultants during a 3-day conference held in October. These consultants assist in identifying and referring promising candidates, principally Junior Officer Trainees, to the Organization. The purpose of the conference was to improve their understanding of our needs and requirements.

The conference program included talks by the Director and the Deputy Director, as well as other senior officials. Also, the consultants made an overnight visit to a training base where they observed training sessions and special demonstrations.

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PUBLIC SERVICE AID SOCIETY CAMPAIGN

The Public Service Aid Society, which has come to the assistance of many of our employees during financial emergencies, is conducting its second fund drive at headquarters. Contributions during this drive now total ten thousand four hundred and twenty-two dollars against a goal of eighteen thousand dollars. While we have not yet reached our goal, this response is substantially greater than that to the preceding drive.

For the past several months, solicitation for the Society has been conducted in the field, and contributions reported from that source to date total four thousand seven hundred and ninety-four dollars.

Although the fund campaigns, both in headquarters and in the field, will close with the headquarters' campaign for the United Givers Fund, contributions to the Society may be made at any time.

In its operation to date, the Society has received applications for assistance from 23 employees. The Society has made grants totaling five thousand one hundred and twenty-eight dollars and loans totaling three thousand nine hundred and forty dollars in response to these requests.

The Society has applied to the Internal Revenue Service for a tax-exempt status based on its first year's operations; this application is still pending but it is expected that an approval will soon be granted.

QUESTIONS AND ANSWERS ON RETIREMENT BENEFITS

This article gives the official Civil Service Commission answers to Federal employee questions about the way in which military service is credited toward civil-service retirement — and also toward social-security benefits.

Q. Is military service credited toward civil-service retirement?

A. Yes, in most cases. Generally, it is credited provided it was active service, was terminated under honorable conditions, and preceded the final separation from Federal civilian service which is the basis for civil-service retirement. However, military service that is the basis for military retired pay is sometimes not allowed toward civil-service retirement.

Q. Does a new Federal employee qualify for annuity benefits immediately upon entering on duty in a position subject to the Retirement Act?

A. No. He does not qualify for annuity benefits until he has completed 5 years of civilian service, although he begins contributing 6½ percent of his salary immediately. If he leaves Federal employment before completing 5 years of civilian service, his retirement deductions are refundable, with interest.

Q. Is the new employee protected by social security during the 5-year period before he qualifies for annuity?

A. No, not unless he qualifies for social-security benefits because of some previous employment. Social-security wage credits have been given for all active military service performed since September 16, 1940.

Q. Does the receipt of military retired pay bar the crediting of military service toward civil-service retirement?

A. It usually does. However, credit may be allowed if the retired pay is (a) based on a disability incurred in combat or caused by an instrument of war and incurred in line of duty, or (b) granted under the provision giving retired pay to members of reserve components of the Armed Forces on the basis of service (Chapter 67, Title 10, U.S. Code, formerly Title III, Public Law 810, 80th Congress).

Q. Is it possible to receive military retired pay and civil-service annuity at the same time, based on the same period of military service?

A. Yes, under the conditions shown in the answer to the previous question. Only the portion of the military service that was in active status, however, may be credited toward civil-service retirement.

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Q. May military retired pay be waived so that the service on which it is based may be credited toward civil-service retirement?

A. Yes, and this is sometimes to the advantage of the employee.

Q. Does the receipt of pension or compensation under laws administered by the Veterans' Administration bar the crediting of military service toward civil-service retirement?

A. No. Full credit is given under civil-service retirement, regardless of the length of the military service on which the pension or compensation is based or the reason for it.

Q. How does the receipt of social-security benefits affect credit for military service toward civil-service retirement?

A. It has no effect on credit for military service performed before January 1, 1957. However, military service (except service performed while on military leave with pay from a civilian position) performed beginning January 1, 1957, may not be credited toward civil-service retirement if the employee is eligible to receive old-age social-security benefits.

Q. If a Federal employee retires from a civilian position and later becomes eligible for social-security benefits, may he receive credit toward civil-service retirement for military service performed on or after January 1, 1957?

A. Yes. He will be allowed credit for his military service up until the time he becomes eligible for social security. At that time, his annuity will be recomputed to exclude credit for the military service.

Q. Is there any bar against a person holding a Federal job while receiving retired military pay?

A. There are some restrictions.

A regular warrant officer or commissioned officer who retires for length of service is barred from holding most Government positions because in order to be entitled to hold a Federal job his retired pay and the pay of the Federal job must each be under twenty-five hundred dollars a year, and he may not waive retirement pay to avoid this restriction.

However, if the regular warrant officer or commissioned officer retired for disability in-

curred in line of duty, he is not barred from appointment to a Government position. He is limited to ten thousand dollars a year combined retirement pay and Federal salary unless the disability was incurred in combat or caused by an instrument of war and incurred in line of duty in time of war.

An enlisted man who retires and receives retired pay on the basis of his enlisted grade is free to accept a Government position. He is not limited as to the amount of his combined retirement pay and salary.

Q. How is the amount of civil-service retirement figured?

A. The two main factors taken into account are years of service and the "high-five" average salary (the highest average annual basic salary earned during any five consecutive years of service). A certain percentage of the "high-five" average salary is multiplied by years of service to arrive at the annuity, so adding years of military service to years of civilian service gives a higher multiplication factor. An annuity may never exceed 80 percent of the "high-five" average salary.

Q. Does the employee have to contribute a percentage of his military pay in order to be credited for his military service?

A. No. This credit is entirely free.

Q. What is a sample retirement computation?

A. A yearly basic annuity is generally figured as follows: (a) 1½ percent of the "high-five" average salary times 5 years of service, plus (b) 1¾ percent of the "high-five" salary times years of service over 5 but not over 10, plus (c) 2 percent of the "high-five" salary times years of service over 10.

Under this formula, the yearly annuity of an employee who retires at age 62 after 20 years of civilian service with a "high-five" average salary of five thousand dollars would be one thousand eight hundred and twelve dollars and fifty cents (one hundred and fifty-one dollars a month). If that person had, for example, 9 years of military service to be added to his years of civilian service, his annuity would be two thousand seven hundred and

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twelve dollars and fifty cents (two hundred and twenty-six dollars a month), or nine hundred dollars a year more. For his civilian service, the employee contributed 6½ percent of his salary, the credit for military service is free.

Q. Is disability retirement figured in the same way as age retirement?

A. Yes, except that disability retirement may not fall below a certain minimum amount. An employee retiring under the disability provision of the law is guaranteed the lesser of (a) 40 percent of his "high-five" average salary, or (b) the amount obtained under the formula explained above, after increasing his service from the date of his separation to age 60.

Of course, if his average salary and length of service entitle him to a larger annuity than the minimum guaranteed amount, he will receive the larger annuity.

Q. If a Federal employee dies in service, are his widow and children entitled to annuities?

A. Yes. The widow's annuity will be 50 percent of an annuity based on the employee's "high-five" average salary and years of service (civilian plus military). Dependent children are also entitled to annuities. Here again the employee must have completed at least five years of civilian service in order to be entitled to this protection.

Q. Can a retiring employee make provision for an annuity for his wife if he dies?

A. Yes. By taking a reduced annuity himself the employee can provide an annuity for his wife after his death.

Q. If a Federal employee is called or recalled to active military duty, what are his civil-service-retirement rights?

A. He is granted reemployment rights in his civilian position, which he may exercise upon his release from military service that lasts not more than four years.

He can be paid a refund of his retirement deductions at any time while in the military service, thus relinquishing his retirement rights. However, if he does not apply for a refund, he will be considered a civilian employee for retirement purposes for the period of his military furlough up to five years. This means, for instance, that this military furlough will count toward completion of the minimum of five years of civilian service he needs in order to qualify for civil-service retirement. It also means that if he should die while in the military service after qualifying for civil-service retirement, his wife and children may be entitled to survivor annuities.

Q. If a Federal employee leaves the service before qualifying for retirement what happens to the 6½ percent that was deducted from his salary?

A. The deductions are refundable to him if he has not completed five years of civilian service.

If he has completed five years of civilian service, he has a choice between having the deductions returned or leaving them in the fund. If he leaves them in the fund, he will be entitled to an annuity when he reaches age 62.

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Supreme db
Edith B.
Margaret

November–December 1957

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SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

This document is part of an integrated
file. If separated from the file it must be
subjected to individual systematic review.

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PURPOSE

The Support Bulletin, to be published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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NEW HEADQUARTERS BUILDING

Plans for the new building continue to move along at a rapid rate. The Tentative Drawings, showing many details as to space location, elevators, stairways, and utilities were received in early August. After a thorough review, certain changes were proposed and the architect is now going ahead with the preparation of the Construction Drawings. These Construction Drawings, from which the building will be built, are scheduled for completion about mid-April of 1958. Allowing time for review, approval, advertising for bids, and evaluation of bids, we expect that construction will be under way about July or August. It is estimated that from two to two and one-half years will be required for completion and occupancy.

Activity is not confined to the preparation of the Construction Drawings alone but much is taking place on the site itself. A contract has been awarded for the clearing of the site. The only trees being removed are those located in the areas to be occupied by the building structure, roads, and parking lots. All the trees on the remainder of the site will be preserved. It is estimated that this work will be completed in less than 90 days.

Preliminary plans and specifications for the rough grading and installation of the large storm drains have been reviewed and invitations to bidders will soon be issued. This second phase of the work will be under contract during December 1957, in order that the grading can be completed before the award of the actual building construction contract, during the summer of 1958.

The construction and planning of the principal access highways are also progressing rapidly. Clearing and grading work is well along on the highway being constructed by our Government, with activity going on all the way from its present terminus to the building site entrance on the river side. This is to be a double drive with provisions made for expansion to three lanes in either direction, although only two lanes in each direction will be paved at the present time.

Plans have also been developed by the local government for the rehabilitation of a portion of the road which will serve the southern entrance to the new building site. As soon as the acquisition of rights-of-way has been concluded, the work can be placed under contract for construction of a four-lane road, which is scheduled for completion well in advance of our building.

ORGANIZATION EXHIBITS OPEN TO EMPLOYEES

Everyone who has had the four-week Orientation course is familiar with the Products Exhibit which has been, for several years, an integral and interesting part of the course. This exhibit has grown from a few modest display panels and samples of work to a full-blown exhibit in which are shown many facets of collection, production, and dissemination.

The singular success of the Products Exhibit has led to the development of a similar exhibit depicting the functions and support facilities of the various Organization support elements. The Support Exhibit shows graphically what the various support elements have done and do for the support of the rest of the Organization, and what they can do if called upon for special assistance.

While both the Products Exhibit and the Support Exhibit are designed as a supplement to the Orientation course and are an invaluable means of indoctrinating new employees, they can be of great value to other Organization personnel as well. Every effort is made to keep the exhibits up to date and each exhibit is staffed with people who can answer your questions. Regardless of your status, a visit to the Products Exhibit and to the Support Exhibit is worth your while. The two exhibits are shown on successive days each month and the exact days and hours are publicized beforehand in the Office of Training Bulletin. Ask your Training Officer. Employees returning from the field are urged to make it a point to visit these exhibits.

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OUR SUGGESTION AWARDS PROGRAM

The last issue of the Support Bulletin described the largest award made through the Suggestion Awards Program in this Organization. There were other awards made during the month of October, which, though not as sensational, serve to demonstrate the effectiveness of the Program.

The second largest award of the month was five hundred and twenty-five dollars. An employee devised a visual method of controlling voluminous reports. She modified and improved some forms and equipment which she used, and asked her office to test her method. Success was immediate. Several Federal agencies which are customers of this service hastened to commend the improved product. All found it particularly useful in controlling complicated surveys. Her supervisor submitted her idea to the Suggestion Awards Committee without her knowledge. This suggestion netted tangible savings of over two thousand dollars plus estimated high intangible benefits. We cannot calculate the benefits derived from the favorable climate fostered by this lady's supervisor.

The Suggestion Awards Committee voted eight other awards during this past month. These awards totaled five hundred and sixty-five dollars, in increments of from ten to two hundred dollars. These awards recognized ideas for inconspicuous improvements. On the average, the Committee adopts one out of every ten suggestions submitted. This is considered a satisfactory percentage, but it is hoped that with more and better suggestions an even higher rate of adoption will be achieved.

Suggestions pay their way. These eight winners saved the Organization over fifteen thousand four hundred dollars in the first year of adoption, plus many intangible benefits. Safety improvements, revisions of forms, and changes in reports procedures were dealt with. These modest beginnings provide a broad base of steady progress from which outstanding achievements develop. They bene-

fit the Organization, the Component, the Supervisor and the Suggester.

An award of one hundred and fifty dollars was paid for a suggestion that a standard typewriter symbol (* or #) be used by originators of dispatches and documents to indicate selective indexing needed for any given name.

A letter of appreciation was voted for a Reference Librarian who suggested that all offices forward copies of "internally produced and used" guides, handbooks, manuals, etc. to the Organization's Central Library to serve as an added source of ideas and information.

A letter of appreciation was voted for an individual who tackled a problem which was causing needless confusion. He simplified the identification of wings, rooms, and areas in certain buildings.

A two-hundred-dollar award was approved for a suggestion to modify available equipment in order to apply serial numbers on documents used for certain purposes. This suggester solved a vexing problem of controlling inking, impression pressure and accurate positioning. The value of savings occasioned by the elimination of spoilage of document blanks and reproductions was substantial.

One suggester was awarded fifty dollars for proposing that the racks available from the old IBM 082 sorters be converted and used with the new style IBM 083 sorters.

Another suggester was awarded ten dollars for proposing that an additional copy of the personnel action covering maternity leave be prepared for the Medical Staff to preclude follow-ups by that office in connection with the use of sick leave in such cases.

Fifteen dollars was awarded to one suggester for his idea to have "Part Numbers" typed at the top of each page of a recurring Organization report, thus facilitating ready reference by the reader.

One laborer suggested a way to protect the passengers in a certain type of truck, in the event of sudden stops. This suggestion has been referred to other agencies with the hope that additional awards will be forthcoming.

A suggestion was made to revise a form used in one of the large registries. The idea

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was adopted without the necessity of changing the form. The advantage was gained for the entire area, and an award of ten dollars was voted for this imaginative GS-4 clerk.

SUPERVISION AND MANAGEMENT TRAINING

Throughout the Organization there is a continuing interest in increasing managerial proficiency at all levels. This interest is manifested in a number of ways, including development by the Office of Training of programs of instruction for those who have the responsibilities of supervision and management. Fundamental concepts of good supervision and sound management are presented and analyzed in a number of courses.

Basic Supervision is one of these courses. Its objectives are directed to the requirements of first-line supervisors. Emphasis is placed on human relations in a supervisor's responsibility for getting work done.

As a rule, each class consists of supervisors who are at the same general level of responsibility. The course content varies with the nature of the group and is fitted to the needs of participants who may be GS-5 through GS-7 in one presentation or GS-9 through GS-11 in another. An integral part of *Basic Supervision* is a "follow-up plan" which consists of two meetings, one from four to six months after the course has been completed and a second within the following year. This second meeting is attended by the combined membership of several courses, and representatives of the Organization's top management are invited to address the group.

Supervision for Intelligence Officers is designed for officers in grades GS-12 through GS-14 whose principal responsibility is substantive research or technical support but who also have management responsibility as project leaders or as supervisors of other analysts and technicians.

Tailored adaptations of these courses can be prepared to meet unusual needs and time

limitations of supervisors in specialized activities.

Basic Management serves the needs of our "middle managers" — those who have at least one echelon of supervisors under their direction. It is presumed that the job requirements of the students in this course include substantial responsibility for the managerial functions of planning, directing, coordinating, and controlling as well as for substantive work. In addition to treatment of these activities, the course includes discussion of current management doctrine, case histories, and specific management problems and techniques encountered in the Organization.

A *Management (Special)* course is an adaptation of *Basic Management* and is presented upon request either at headquarters or at another acceptable place.

Some of the management courses that are given by universities and other organizations have proved to be effective in preparing our employees for advancement. An individual is usually expected to complete appropriate internal training before applying for external training in this field. External training ordinarily extends from four to twelve weeks and the presentations vary from one to four times a year. Information on this phase of the training program is available in OTR's Catalog of Courses or may be obtained through the Registrar of the Office of Training.

All internal Supervision and Management courses are conducted in four-hour sessions, mornings only, for periods of two to three weeks. A new course, *Introduction to Supervision*, has been designed for persons for whom some supervisory assignment is anticipated. Two new types of presentations are under consideration: *Management Seminars* and a series of *Management Workshops* in which current problems of the Organization and the application of management principles and techniques would be discussed.

The program has met with gratifying success and further information will be published from time to time as new courses or other developments occur.

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MANAGEMENT TOOLS

SHELF FILING

The chief of a large files installation of this Organization was faced with a problem common today in many of our offices: crowded working conditions and no room for expansion. In addition, his files were divided between two rooms on two separate floors. Fortunately, there was an answer: open-shelf files similar to those shown below.



The results were astonishing. Enough space was gained to bring the two file units together within one room and to provide for two years' expansion.

This is a single instance of a quiet revolution taking place in the field of filing. The postwar growth of records, increased curbs on space, and demands for greater efficiency have brought forth many improvements in filing systems and equipment. Open-shelf filing is one of these.

What is open-shelf filing? It is a method by which records, in file folders, are stored on tiers of open shelves. For years insurance companies in particular have used variations

of this method. But only recently have equipment manufacturers marketed appropriate shelving and accompanying supplies.

Shelf-filing equipment can save up to fifty percent of floor area because its upper shelves fully utilize space which would be left vacant if file cabinets were used. Additional savings result from the smaller amount of aisle space needed. Cabinet filing calls for aisle widths of 3 to 5 feet, while 2½-foot aisles are ideal for shelf filing.

The original cost of shelf files is about one-half that of five-drawer cabinets and one-twentieth that of safe cabinets now costing more than 400 dollars. Considerable savings are possible even after deducting costs for the construction of a vault area which would be necessary to house shelf files for material formerly kept in safe-type equipment.

File clerks who have worked with open-shelf filing are enthusiastic about its advantages. There is less area to cover, and, of course, no file drawers to open or close, all adding up to less fatigue and faster service. Time required for files operations can be reduced 25 to 35 percent.

To convert or not to convert? Your decision will depend on answers to these questions:

Do you need more space?

Have you a sufficient volume of files to justify conversion?

A volume that requires 16 or more cabinets of material susceptible to centralization is considered enough.

Are your files arranged numerically? Alphabetic filing on open shelves generally is not as satisfactory as numerical filing because few records clerks can adjust to reading words written vertically; i. e., one letter below another on the folder tabs.

Are your present files in a vault area? If not, would it be practical to build a vault area to provide for open-shelf filing?

Will the floor loading capacity of your files area support shelf filing? If safe cabinets are presently being used, the answer is yes.

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However, if other than safe cabinets are being used, shelf filing may exceed the weight limitation since it may require an additional 10 to 30 pounds per square foot.

Any Organization component which maintains a large accumulation of active files, or which has files that are rapidly expanding, would do well to consider these questions and, if appropriate, investigate shelf filing.

ASSIGNMENT OF MILITARY PERSONNEL

Representatives of the Organization and the Department of Defense have recently reviewed the policies regarding assignment of military officers to the Organization in peace time. Agreements were reached on various points which will clarify questions arising in regard to the assignment of military personnel to the Organization.

1. Military personnel should be assigned to the Organization in order to provide adequate military participation and support at appropriate levels. Personnel selected for these assignments should be the best qualified and most experienced available and possess a well-founded understanding of their own services' policies, programs, and requirements.

2. Military personnel should be assigned to the Organization to fill billets requiring persons with technical skills and experience peculiar to the military service.

3. The services will not furnish military personnel to the Organization to fill billets requiring language, area knowledge, or other skills and experience which are not intrinsic in military personnel if such qualification is the primary basis for the request. However, if for instance an interpreter needs military status in the performance of his duties or if he requires other skills or experience which are primarily military rather than civilian qualifications, then military personnel would be furnished and this restriction would not apply.

4. In general, the military services should not be requested to assign personnel to the Organization to perform housekeeping functions or communications or clerical duties, to render medical support, or to be a source of labor and miscellaneous services if qualification for such services is the primary basis for the request. Under this provision, if a mimeograph operator or motor mechanic requires military status or other military qualifications in the performance of his duties he could be supplied by the services; otherwise the Organization will be expected to fill such positions with civilians.

Exceptions to any of the policies outlined above may be negotiated on a unique and emergency basis through the Department of Defense.

TAX REMINDER

The approaching end of the calendar year reminds us that we will soon be faced with income-tax responsibilities. For most staff employees, Federal and state income taxes are matters of personal responsibility. They should prepare and file their returns and pay their taxes on time. Persons who are to file their returns via the [REDACTED] are also personally responsible for meeting their tax obligations and should avoid late filing. The stations and bases will furnish these persons such assistance as they may need. Finance and administrative personnel located at overseas stations and bases are available for this purpose, as are the legal representatives stationed at certain posts. 25X1A

Copies of tax returns (1040's) will be forwarded as soon as they are available from Internal Revenue Service, early in 1958. The W-2's and [REDACTED] also will be made available early in 1958. 25X1A

It is suggested that all personnel promptly assemble their records and information concerning outside income so as to be in a position to prepare and file their returns immediately upon receipt of the 1040's and the statements of income and tax withholdings.

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GEHA CHANGE

The Government Employees Health Association Booklet, "Your Health and Life Insurance Program," dated 1 October 1956 was supplemented by Amendment No. 3, 1 October 1957.

The information contained in Amendment No. 3 has been recently modified so that the "New Special Thirty-Day Income Replacement Plan (Preferred Risk)" is now currently available. The requirement to get 100 new applications for this policy to be effective has been eliminated.

As previously stated, no new applications for the old ninety-day plan will be accepted and participants in this old plan are privileged to change over at the next anniversary date of their contract. However, those desiring to continue the old plan may do so. The premium rates for the new plan are shown in Amendment No. 3, mentioned above.

MICROFILM READER-PRINTER

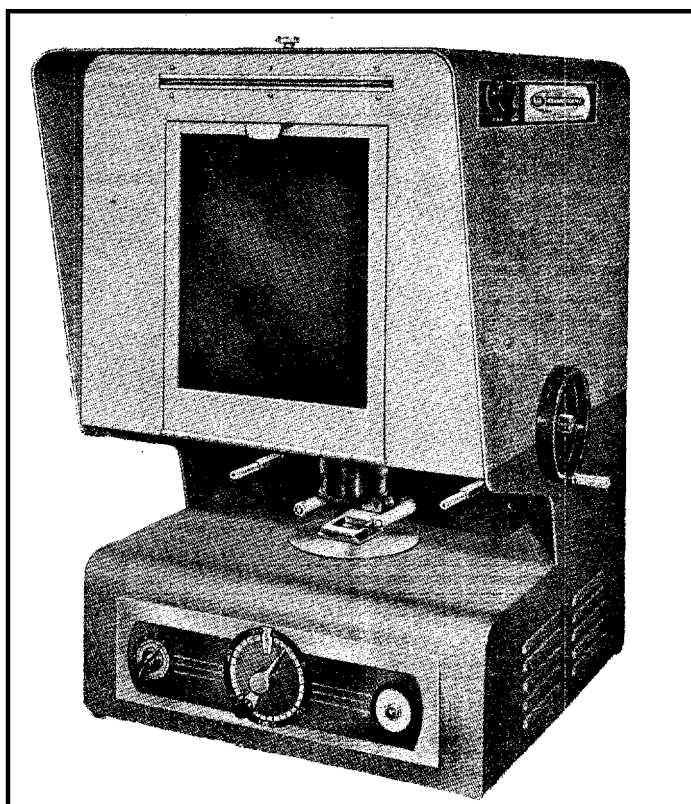
For a number of years the Organization has had a program of microfilming vital documents and other records. The areas in which microfilming of records would be profitable have, in the past, been limited to inactive records and vital documents duplication for future emergency use, because such problems as practical accessibility and the high cost of reproduction had not been solved. At the same time, research has been going forward to solve the practical problems which prevented economical use of microfilming for current records.

There is now on the market a microfilm reader which not only permits easy reading of microfilmed records, but which permits reproduction of any selected microfilm frame in less than 10 seconds. Prototype models of the machine which was developed commercially have been tested by actually using them in this Organization for one year.

This development of the Microfilm Reader-Printer is the single most important recent development in the microfilm field because it permits microfilming techniques to be applied to certain kinds of current records with no loss in efficiency of operations and with substantial reductions in file space requirements.

The machine itself is small enough to be placed on a desk and is simple to operate and maintain.

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Microfilm Reader-Printer

This machine will handle both 16 mm. and 35 mm. microfilm in the form of reels of film or groups of aperture cards. Aperture cards fall into two categories. The first is a machine-type card with cutout apertures into which as many as eight microfilm frames (1 frame for each page) may be mounted. The second is a transparent holder into which individual microfilm frames or strips of microfilm may be inserted. The transparent holders may be obtained in a variety of sizes holding,

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generally, as many microfilm frames or strips of microfilm as desired (e. g., some hold up to 20; some up to 50; and some even more). This provides a means of accumulating a number of microfilm images on any one subject in one transparent film holder and in many cases one holder can take the place of an entire file jacket.

The Microfilm Reader-Printer is already in use in some components of the Organization and it is believed that there are a number of other places where it could be used to advantage. However, in each case a study of the intended use of the Microfilm Reader-Printer must be made in order to determine its potential effectiveness and to assure its proper use.

UNITED GIVERS FUND CAMPAIGN

Headquarters has concluded its 1957 United Givers Fund Campaign. The Special Merit Plaque was awarded to us as one of the few organizations to exceed its goal by an appreciable amount.

Our employees' contributions and pledges totaled about ninety-seven thousand five hundred dollars, representing about 115 percent of our goal of eighty-five thousand dollars. This represents an increase of almost 27 percent over our contributions in the 1956 campaign.

We may be justly proud of the part we have played in fulfilling the needs of the many health and welfare agencies participating in the UGF Campaign.

SUPPORT BULLETIN COMPLETES FIRST YEAR

This issue of the Support Bulletin marks the end of its first year of publication. Those responsible for getting out the Bulletin are very grateful to the many individuals who have contributed their time and effort in furnish-

ing material and also to the Printing Services Division people for their technical assistance and promptness in meeting publication deadlines. We hope the Support Bulletin has been of interest and would appreciate receiving your comments or suggestions on how to make it a better publication.

VOLUNTARY LANGUAGE TRAINING

Considerable interest has been shown in the Office of Training's program for off-hours study of foreign languages. Courses in Chinese, Finnish, French, German, Italian, Japanese, Persian, Polish, Portuguese, Russian, and Spanish have attracted two hundred and thirty-eight employees, who attend classes either before or after the day's work.

The present semester will continue until the end of December and the next, also a sixteen-week semester, will begin on the sixth of January.

Meanwhile, the need continues for competent linguists to instruct in this program. Those who return to headquarters are invited to become instructors. Their instruction will be compensated in accordance with the Government's scale for overtime work.

LEGISLATION

There are firm indications that the subject of a pay raise for civilian employees will again be considered by Congress when it reconvenes early in January. Before the Congress adjourned on August 30th, a bill was introduced calling for a six percent salary increase. This bill was referred to the House Committee on Post Office and Civil Service and could be acted upon as soon as Congress reconvenes. It is quite possible that the pay question will be brought before the Congress in some other bill, but it seems clear that there is strong semiofficial support for both a civilian and a military pay raise.

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THE SUPERVISOR

THE KEY TO BETTER EMPLOYEE SUGGESTIONS

During the last five fiscal years, 343 employee suggestions were approved and adopted in this Organization. Cash awards totaling sixteen thousand fifty-five dollars were paid to the suggesters. Approximately three hundred and twenty-five thousand dollars in tangible savings were realized in the first year these suggestions were adopted.

Just last month, four employees were awarded eight thousand five hundred dollars for a combined suggestion which resolved one major problem. A saving of one hundred and fifty thousand dollars was immediate and estimates of additional savings were calculated to be substantially in excess of this. Here in one combined suggestion we have the most significant contribution of the last five years.

How, then, can the Organization get more employee suggestions that are of major benefit and importance to the Organization? What is the key to better employee suggestions?

Recent studies made by the Government indicate that in both Government and industry the supervisor is the key to a better suggestion program. Only with the active support, encouragement, and participation of these key men and women can the Organization hope for outstanding accomplishments.

The supervisor's broader knowledge can give an employee's suggestion on a local problem a wider and more all-embracing coverage. The supervisor is the logical catalyst for stimulating the initial spark and maintaining the chain reaction that broadens a simple local suggestion into a major Organization-wide proposal. Also, such encouragement and co-operation are vital for better employee relations.

It is natural that the supervisors, harrassed by work loads and priorities, tend to put aside this "extra burden" that has no priority tag. The complexity of the Organization's work demands a constant search for ways of conducting its business with increased efficiency. Wide participation by more employees is es-

sential if we are to derive full benefit from the ingenuity and inventiveness of all our personnel.

The President recently said: "This participation can be obtained only if all levels of management and supervision understand its importance, encourage it, and insure that it is promptly and properly recognized."

NEW CLASSIFICATION OF JOBS CPYRGHT PROPOSED

According to a recent newspaper article a streamlined job classification system to fix the grades and salaries of the Government's classified employees is before the President's Cabinet sub-committee on salaries and benefits.

Heads of Federal agencies would be given broader authority to give in-grade promotions to deserving employees under another major proposal.

These far-reaching plans, proposed by a steering committee, will be used by the President as a basis for recommending legislation in the Federal employee field to Congress in January.

This committee has proposed replacement of the present detailed system of job classification with a "bench-mark" or "key" position system similar to that installed two years ago in the postal service to determine the grades, salaries, and responsibilities of its jobs.

Briefly, it would have the Civil Service Commission write detailed job descriptions and assign grades and salaries to about 600 "bench-mark" jobs which are in common use throughout the Federal service. Some of them obviously would be typist, stenographer, clerk, machine operator, personnel director, attorney, and the like.

Then the agencies themselves would classify an estimated 2000 "key" positions which are peculiar to their operations. In such a group would be revenue agents, foreign-affairs experts, business specialists, and contract renegotiators among many others.

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The grades and salaries of the remaining jobs would be placed in slots that have a direct relationship to the "bench-mark" and "key" jobs.

Eventually, all classified employees would have to write new descriptions of their jobs which would have to be checked by their agencies. The descriptions would be used by their agencies to assign them proper grades and salaries. The employees would have the right to appeal their classifications to CSC. Also, the CSC, through its inspection service, would check the grades and salaries of jobs to make certain they were properly allocated.

The Classification Act was enacted into law in 1923 on the principle of equal pay for equal work. It has been revised since that time.

The 1923 act wrote into law many detailed job descriptions and grades that haven't been changed although they are clearly out of date. For example, Federal agencies have been trying for years to start college graduates in the professions at Grade 7 which has a starting salary of four thousand five hundred and twenty-five dollars. But the law says the young professionals must begin in Grade 5 which has a starting salary of three thousand six hundred and seventy dollars. In contrast, the average garbage collector in a large city is paid about one thousand dollars more a year.

Under the plan advanced by the steering committee, Congress would assign specific grades to the 600 "bench-mark" jobs which would be classified by CSC.

CSC now has the responsibility of classifying all of the million classified jobs, although it has been getting more and more help from the agencies in recent years. Much of the detailed work would be taken over by the agencies under the committee recommendation. CSC would classify the "bench-mark" jobs, issue policies to guide agencies in classifying their jobs, and check on them to see that the law and its policies were carried out.

Presumably the 18-grade classification system wouldn't be compressed into a smaller number of grades as proposed by previous groups. One official even suggested that it

be lengthened to 20 grades to get it closer in line with the postal classification system.

The committee also called for an end to certain restrictions on grade and in-grade promotions. The present restrictions, officials say, penalize the outstanding employees who should be given faster promotions to provide them with financial incentives to make careers in the Government. The committee wants agency heads given broader powers over all forms of promotions.

This committee also has recommended an immediate pay raise for classified and postal employees to help them offset higher living costs, and a longer-range plan to set up a salary board to fix most of their salaries within minimum and maximum rates for each grade to be fixed by Congress.

It is also working on proposals, along with the Budget Bureau, to raise the pay of military personnel. In fact, the entire question of pay, both military and civilian, is being handled as a single problem. The President recently came out for an increase in the salaries of military personnel who he said were "underpaid."

While the Organization is exempt from the Classification Act, we generally follow the provisions of the act in administering our job classification program.

UNIVERSITY CONSULTANTS ATTEND PERSONNEL CONFERENCE

The Office of Personnel was host to 19 University Consultants during a 3-day conference held in October. These consultants assist in identifying and referring promising candidates, principally Junior Officer Trainees, to the Organization. The purpose of the conference was to improve their understanding of our needs and requirements.

The conference program included talks by the Director and the Deputy Director, as well as other senior officials. Also, the consultants made an overnight visit to a training base where they observed training sessions and special demonstrations.

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PUBLIC SERVICE AID SOCIETY CAMPAIGN

The Public Service Aid Society, which has come to the assistance of many of our employees during financial emergencies, is conducting its second fund drive at headquarters. Contributions during this drive now total ten thousand four hundred and twenty-two dollars against a goal of eighteen thousand dollars. While we have not yet reached our goal, this response is substantially greater than that to the preceding drive.

For the past several months, solicitation for the Society has been conducted in the field, and contributions reported from that source to date total four thousand seven hundred and ninety-four dollars.

Although the fund campaigns, both in headquarters and in the field, will close with the headquarters' campaign for the United Givers Fund, contributions to the Society may be made at any time.

In its operation to date, the Society has received applications for assistance from 23 employees. The Society has made grants totaling five thousand one hundred and twenty-eight dollars and loans totaling three thousand nine hundred and forty dollars in response to these requests.

The Society has applied to the Internal Revenue Service for a tax-exempt status based on its first year's operations; this application is still pending but it is expected that an approval will soon be granted.

QUESTIONS AND ANSWERS ON RETIREMENT BENEFITS

This article gives the official Civil Service Commission answers to Federal employee questions about the way in which military service is credited toward civil-service retirement — and also toward social-security benefits.

Q. Is military service credited toward civil-service retirement?

A. Yes, in most cases. Generally, it is credited provided it was active service, was terminated under honorable conditions, and preceded the final separation from Federal civilian service which is the basis for civil-service retirement. However, military service that is the basis for military retired pay is sometimes not allowed toward civil-service retirement.

Q. Does a new Federal employee qualify for annuity benefits immediately upon entering on duty in a position subject to the Retirement Act?

A. No. He does not qualify for annuity benefits until he has completed 5 years of civilian service, although he begins contributing 6½ percent of his salary immediately. If he leaves Federal employment before completing 5 years of civilian service, his retirement deductions are refundable, with interest.

Q. Is the new employee protected by social security during the 5-year period before he qualifies for annuity?

A. No, not unless he qualifies for social-security benefits because of some previous employment. Social-security wage credits have been given for all active military service performed since September 16, 1940.

Q. Does the receipt of military retired pay bar the crediting of military service toward civil-service retirement?

A. It usually does. However, credit may be allowed if the retired pay is (a) based on a disability incurred in combat or caused by an instrument of war and incurred in line of duty, or (b) granted under the provision giving retired pay to members of reserve components of the Armed Forces on the basis of service (Chapter 67, Title 10, U.S. Code, formerly Title III, Public Law 810, 80th Congress).

Q. Is it possible to receive military retired pay and civil-service annuity at the same time, based on the same period of military service?

A. Yes, under the conditions shown in the answer to the previous question. Only the portion of the military service that was in active status, however, may be credited toward civil-service retirement.

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Q. May military retired pay be waived so that the service on which it is based may be credited toward civil-service retirement?

A. Yes, and this is sometimes to the advantage of the employee.

Q. Does the receipt of pension or compensation under laws administered by the Veterans' Administration bar the crediting of military service toward civil-service retirement?

A. No. Full credit is given under civil-service retirement, regardless of the length of the military service on which the pension or compensation is based or the reason for it.

Q. How does the receipt of social-security benefits affect credit for military service toward civil-service retirement?

A. It has no effect on credit for military service performed before January 1, 1957. However, military service (except service performed while on military leave with pay from a civilian position) performed beginning January 1, 1957, may not be credited toward civil-service retirement if the employee is eligible to receive old-age social-security benefits.

Q. If a Federal employee retires from a civilian position and later becomes eligible for social-security benefits, may he receive credit toward civil-service retirement for military service performed on or after January 1, 1957?

A. Yes. He will be allowed credit for his military service up until the time he becomes eligible for social security. At that time, his annuity will be recomputed to exclude credit for the military service.

Q. Is there any bar against a person holding a Federal job while receiving retired military pay?

A. There are some restrictions.

A regular warrant officer or commissioned officer who retires for length of service is barred from holding most Government positions because in order to be entitled to hold a Federal job his retired pay and the pay of the Federal job must each be under twenty-five hundred dollars a year, and he may not waive retirement pay to avoid this restriction.

However, if the regular warrant officer or commissioned officer retired for disability in-

curred in line of duty, he is not barred from appointment to a Government position. He is limited to ten thousand dollars a year combined retirement pay and Federal salary unless the disability was incurred in combat or caused by an instrument of war and incurred in line of duty in time of war.

An enlisted man who retires and receives retired pay on the basis of his enlisted grade is free to accept a Government position. He is not limited as to the amount of his combined retirement pay and salary.

Q. How is the amount of civil-service retirement figured?

A. The two main factors taken into account are years of service and the "high-five" average salary (the highest average annual basic salary earned during any five consecutive years of service). A certain percentage of the "high-five" average salary is multiplied by years of service to arrive at the annuity, so adding years of military service to years of civilian service gives a higher multiplication factor. An annuity may never exceed 80 percent of the "high-five" average salary.

Q. Does the employee have to contribute a percentage of his military pay in order to be credited for his military service?

A. No. This credit is entirely free.

Q. What is a sample retirement computation?

A. A yearly basic annuity is generally figured as follows: (a) 1½ percent of the "high-five" average salary times 5 years of service, plus (b) 1¾ percent of the "high-five" salary times years of service over 5 but not over 10, plus (c) 2 percent of the "high-five" salary times years of service over 10.

Under this formula, the yearly annuity of an employee who retires at age 62 after 20 years of civilian service with a "high-five" average salary of five thousand dollars would be one thousand eight hundred and twelve dollars and fifty cents (one hundred and fifty-one dollars a month). If that person had, for example, 9 years of military service to be added to his years of civilian service, his annuity would be two thousand seven hundred and

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twelve dollars and fifty cents (two hundred and twenty-six dollars a month), or nine hundred dollars a year more. For his civilian service, the employee contributed 6½ percent of his salary, the credit for military service is free.

Q. Is disability retirement figured in the same way as age retirement?

A. Yes, except that disability retirement may not fall below a certain minimum amount. An employee retiring under the disability provision of the law is guaranteed the lesser of (a) 40 percent of his "high-five" average salary, or (b) the amount obtained under the formula explained above, after increasing his service from the date of his separation to age 60.

Of course, if his average salary and length of service entitle him to a larger annuity than the minimum guaranteed amount, he will receive the larger annuity.

Q. If a Federal employee dies in service, are his widow and children entitled to annuities?

A. Yes. The widow's annuity will be 50 percent of an annuity based on the employee's "high-five" average salary and years of service (civilian plus military). Dependent children are also entitled to annuities. Here again the employee must have completed at least five years of civilian service in order to be entitled to this protection.

Q. Can a retiring employee make provision for an annuity for his wife if he dies?

A. Yes. By taking a reduced annuity himself the employee can provide an annuity for his wife after his death.

Q. If a Federal employee is called or recalled to active military duty, what are his civil-service-retirement rights?

A. He is granted reemployment rights in his civilian position, which he may exercise upon his release from military service that lasts not more than four years.

He can be paid a refund of his retirement deductions at any time while in the military service, thus relinquishing his retirement rights. However, if he does not apply for a refund, he will be considered a civilian employee for retirement purposes for the period of his military furlough up to five years. This means, for instance, that this military furlough will count toward completion of the minimum of five years of civilian service he needs in order to qualify for civil-service retirement. It also means that if he should die while in the military service after qualifying for civil-service retirement, his wife and children may be entitled to survivor annuities.

Q. If a Federal employee leaves the service before qualifying for retirement what happens to the 6½ percent that was deducted from his salary?

A. The deductions are refundable to him if he has not completed five years of civilian service.

If he has completed five years of civilian service, he has a choice between having the deductions returned or leaving them in the fund. If he leaves them in the fund, he will be entitled to an annuity when he reaches age 62.

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